



Strategic Skills Initiative Regional Solutions Report Cover Sheet

Economic Growth Region # 4: Tecumseh Area Partnership

1. Funding Request			
Requested: \$893,735.00		Start Date: 07/01/06	
End Date: 06/30/08			
2. Designated Grantee			
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Economic Growth Region 4

**(Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami,
Montgomery, Tippecanoe, Tipton, Warren and White Counties)**

Strategic Skills Initiative Solutions Report

March 6, 2006

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Executive Summary

The Economic Growth Region 4 (EGR 4) Strategic Skills Initiative (SSI) Consortium greatly benefited from the methodology provided by Indiana Department of Workforce Development (DWD) and Workforce Associates, Inc. (WAI) as it prepared its Solutions Report. Consortium staff members extensively referred to the Research Guidebook provided by DWD and WAI. We were further guided in our research by participating in the three web-based Solutions workshops facilitated by WAI staff.

Much of what EGR 4 proposes builds upon existing efforts to align workforce development with economic development and education. Our solutions are also well aligned with the three-year, \$15 million North Central Indiana (NCI) WIRED initiative, especially that part of WIRED that is dedicated to supporting the growth of the manufacturing industry cluster. WIRED will focus on regional economic transformation, to which workforce development is a large contributor. SSI will focus on regional human capital and talent development in specific, targeted skill gap areas. The financial foundation provided by WIRED will maximize the capacity-building focus of SSI, along with other anticipated community funding and support.

The organizations and agencies that are referred to in this report, i.e., some 18 workforce development, economic development, and education partners, manufacturing employers, and elected officials, have committed to support this project through their endorsement of the WIRED initiative. Letters of commitment and Memoranda of Understanding between local economic development and workforce development organizations regarding their collaboration in conducting business retention and expansion activities have been previously established and are available for review as a part of WIRED application.

The EGR 4 SSI Consortium agreed that future workforce development investments should be prioritized for these industry clusters.

- **Advanced Manufacturing**
- **Advanced Materials**
- **Agribusiness, Food Processing and Technology**

Having completed the labor market analysis, we identified occupations (and their attendant skill sets) that were deemed “critical” in terms of being acutely and chronically in demand including Material Recording, Scheduling, Dispatching and Distributing Workers; Supervisors of Installation, Maintenance and Repair Workers; Installation, Maintenance and Repair Workers; Supervisors of Production Workers; Metal and Plastics Workers (CNC Machine Tool Operators) and Material Moving Workers.

Three root cause priorities for the occupational and skill shortages were subsequently identified:

Root Cause Priority #1: Lack of awareness of career opportunities and pathways in manufacturing.

Root Cause Priority #2: Employer screening and assessment capabilities are limited and less effective than desired.

Root Cause Priority #3: Misalignment of secondary and postsecondary education and training with student and employer needs.

We are especially indebted to the employers, economic developers, educators, and elected officials who participated in the EGR 4 “Critical Skills for Industry Roundtable” held in Delphi (Carroll County) on February 20, 2006. Notably, members of the newly formed EGR 4 Workforce Board were in attendance. All parts of the region and most local communities were represented.

The half-day Roundtable was highly participatory. It served to validate the solutions that our earlier research had indicated were appropriate to addressing the root causes. But it also presented new solution activities that we theretofore had not given serious consideration. Several of those activities have been incorporated into our solutions report.

We are indebted to the best practices that have been successful at the national level or in other states and regions from which we plan to borrow ideas that can be adapted within EGR 4. The National Association of Manufacturer’s “Dream It, Do It” initiative, 3M Corporation’s “Manufacturing NOW” toolkit, Southwest Pennsylvania’s “Advance Manufacturing Career Collaborative”, and the Chicago area WIBs’ on-line curriculum for workforce development career counselors are some examples of best practices that have guided our thinking.

New initiatives that are proposed, e.g., those that provide “out of the box” enhanced screening services such as applicant reference checking for smaller manufacturing companies, are not so new in that they are an extension of DWD’s WorkKeys initiative. They are new only in that we found no record of that particular service being provided elsewhere.

Solutions proposed in this document build upon the Strategic Skills Initiative research, collaborations and results of the previous two reports. The EGR 4 SSI Consortium respectfully requests \$893,735 in SSI funds to support its proposed solutions. Through the North Central Indiana (NCI) WIRED initiative over \$3 million will be invested in activities that directly support the EGR 4 SSI solutions.

Validating Results

Input and validation from a broad spectrum of the region's citizenry played a vital role from the beginning of the *Strategic Skills Initiative*. The 24 member SSI Consortium broadly represents EGR 4: the six largest industry clusters, all twelve of the region's counties, education, local economic development, government, labor and ethnic diversity. Special care was taken to ensure that the region's two metropolitan areas, Lafayette and Kokomo, were not over-represented. One-third of the members are also members of either the Tecumseh Area Partnership or North Central area's Workforce Investment Board. However, neither WIB nor its area put forth its own agenda. The Consortium operated in all ways and at all times as a regional body.

During the two-month Research and Identification period for the *Occupation and Skills Shortage Report*, the EGR 4 Strategic Skill Initiative Consortium met twice. At its first meeting, the Consortium approved the methodology and approach proposed by the project staff. At the second meeting the pre-draft report's findings and conclusions were validated and endorsed including the selection of key industry clusters and critical occupations. Comments from the reviewed draft report resulted in revisions to the final document.

During the second phase when the *Root Causes Report* was being researched and developed, Economic Growth Region 4 (EGR 4) conducted comprehensive, group-specific surveys to gather information from representatives of eight distinct groups. Using the information gathered through the surveys we conducted focus groups with employers, WorkOne partner organizations, and Career & Technical Education students. The EGR 4 Strategic Skills Initiative Consortium convened to validate the early findings.

The third phase involving development of the *Solutions Report*, culminated in a **Strategic Regional Roundtable: Critical Skills for Industry**. Held in the geographic center of the region at Delphi, Consortium members as well as additional businesses, educators, labor, elected officials and other key stakeholders, spent time crafting solutions to worker skill and occupational shortages. The working meeting developed solutions focused on the three previously prioritized root causes. The results of that meeting approved by those in attendance, comprise the *Solutions Report*.

Attachment B is the record of those who participated in development of the proposed solutions. Letters of support and involvement can be seen in Attachment A. Although not included in this report, minutes and notes from SSI Consortium meetings are maintained in SSI file documentation.

Solution for Priority Root Cause #1

Lack of awareness of career opportunities and pathways in manufacturing.

Purpose

Residents of EGR 4, especially young people, are not aware of the career opportunities and pathways in manufacturing occupations. Employers believe that people are not aware of the jobs that exist and young people are not interested in this type of work. The solutions proposed in the activities plan are intended to affect the lack of awareness of career opportunities and pathways in manufacturing root cause.

Rationale

The central theme of EGR 4 Root Causes Report was the lack of communication, or miscommunication among manufacturers, workers, secondary and postsecondary education and training institutions, and, the regional community as a whole. The result has been a waning interest among young adults and other marginal workforce participants in even considering careers in manufacturing let alone preparing for them. Those who do consider manufacturing employment tend to think in terms of jobs that pay well rather than careers that are personally fulfilling.

The root causes point toward a need for a concerted effort to actively promote the features and benefits of manufacturing careers in light of that industry's prominent role in the economic vitality of the region. While acknowledging that there are dynamic changes taking place in the manufacturing sector that often negatively affect workers and communities, the greater reality is that EGR 4's manufacturing productivity is healthy and there are great career opportunities awaiting skilled workers. The proposed activities are intended to address the single most important contributor to meeting employer's need for skilled workers - a pipeline of career-oriented people who show up at an employer's door desiring to have a career in manufacturing industry, knowing what the work entails and being prepared to do it.

Activities

1. Enhancing Regional Collaboration across Education, Industry and Workforce

Professionals.

\$ 374,150

EGR 4 is fortunate to have numerous organizations providing career awareness information and conducting activities and initiatives to ensure that students and workers are aware of employment and training opportunities in the region. Most of these organizations operate in a specific part of the region, others focus on a specific occupation or sector. These programs and organizations offer the possibility of leveraging resources, the ability to learn from what's been done and expand it to other parts of the region, and a means of accelerating the implementation of solutions.

SSI stakeholders propose enhanced collaboration in the region through a formal organization structure, which will be known as the Manufacturing Career Awareness Council. A

collaborative approach will enhance cooperation and coordination among education, industry and other key stakeholder representatives. It would bring the key players in the region together to work on shared challenges. The Council will focus on solutions presented in this report as well as provide a vehicle for identifying and addressing new challenges over time. It will serve as an organizing source of information about and referral to manufacturing workforce programs and initiatives across the region. It will also act as a clearinghouse, seeking to leverage and improve existing efforts and provide information about best practices, referral and direct help as needed. The Council will be staffed by a facilitator who will serve as the staff support and organizer.

Initiatives in this section include:

- Facilitate quarterly meetings of the Council.
- Gather information from throughout the region on manufacturing workforce programs and initiatives.
- Facilitate opportunities for educators and industry to participate in internships/externships, tours, field visits, etc.
- Implement a stipend/substitute teacher wage reimbursement program.
- Catalog existing secondary and post-secondary education and training programs.
- Creation of a manufacturing career pathway project that builds the capabilities of secondary career and vocational technical centers, community colleges and universities and the career development focus of manufacturing employers.
- Develop a “manufacturing reality store” targeted for middle school students.
- Maintain the manufacturing awareness website created in activity 2.

2. Providing a Regional Repository for Information related to Manufacturing Careers and Activities/Events Supporting Manufacturing Careers. \$ 88,000

The region lacks a central point where students, educators, parents, employers, job seekers can gain information about manufacturing careers and the information, activities and events associated with these careers can be easily accessed. The Manufacturing Career Awareness Council will develop and maintain an interactive regional website for the purpose of informing and sharing existing resources and best practices, as well as coordinating the utilization of student internships, student tours, field visits, teacher summer externship opportunities, etc. The site will be developed for use by employers, students, parents, educators and workforce development professionals. Site features may include a practitioner’s blog.

Initiatives in this section include:

- Development and ongoing maintenance of an EGR 4 Manufacturing website.
- Development of an online course that provides educators, guidance counselors and employment counselors with the information and resources needed to advise students about career in manufacturing.

3. Develop and Implement an Image Campaign for the Region's Manufacturing Industry. **\$ 187,000**

The region will benefit from a campaign to improve the image of manufacturing. Such an effort would focus on the positive aspects of manufacturing and build on current, corporate and national efforts. It would use a strategic approach to reach key target audiences such as high schools, parents, job seekers, different parts of the region and career changers as well as incumbent workers.

Initiatives included in this solution include:

- Work with manufacturing community to identify existing image efforts currently underway within the region.
- Develop a plan that builds upon current efforts to fill gaps and that targets particular audiences and portions of the region.
- Implement the plan throughout the region. (Redefine manufacturing as innovative, creative, technologically-advanced professions that attract diverse talent)
- Develop a strong, creative series on modern manufacturing.
- Develop videos to be used by educational institutions and Work One locations to promote manufacturing careers.
- Provide key messages on manufacturing's new image to use in speeches, interviews, etc.
- Ensure that all key stakeholders are engaged in the plan to change manufacturing's image and that they "buy in" to the program.
- Create curricula for K-12, community colleges and universities and Work One partners that help change the image of manufacturing.

Responsibility

Responsibility for the execution of the three activities that make up the Priority Root Cause #1 solution rests with the EGR 4 Regional Operator (RO). This includes the following:

- *Enhance regional collaboration.* The RO will hire a facilitator to support the Manufacturing Career Awareness Council and its activities.
- *Information Repository.* The RO will procure vendors to develop the reality store and website. The RO development and implementation of a process for stipends/substitute teacher reimbursements for participation in internships, externships, training, etc.
- *Image Campaign.* The RO will procure a firm to develop the regional media campaign and implement the campaign.

Sustainability Measures

\$ 2,750

The 2005 EGR 4 Occupations & Skills Shortage Report established that there was a shortage of 900 skilled workers. We predict that heightening the awareness of manufacturing careers and providing career pathways can realistically reduce the expected regional annual shortage of 900 skilled workers by 5%, or 45 workers, during Year 1 and by 5%, or 45 workers during Year 2. We predict that as the worker pipeline fills, the impact will increase incrementally to 50%, or 450 workers, by 2012. Now only 10% of secondary students say they are interested in

manufacturing careers. Through heightened awareness and improved career planning, we believe that percentage can be increased by 5% in Year 1 and 10% in Year 2.

Metric: Indiana Business Research Center (IBRC) Occupational Projections reports will be used to measure the predicted reduction in shortages of workers in critical occupations.

Metric: Secondary students will be resurveyed using the same survey instrument questions that were used to generate the EGR 4 Root Causes Report. The responses to these questions will be used to measure the effect of media campaign in increasing the interest of secondary students in manufacturing careers. Additionally, feedback questions will be built into the Manufacturing website to gather information about the usefulness of the website.

Metric: DWD performance reports.

EGR 4 will compile and submit quarterly reports to DWD that provide the following measures of Solution implementation progress:

- Status of funding according to project budget and timeline, including how existing public and private funds are being reallocated or leveraged
- Status of activity implementation according to timeline
- Statistical and anecdotal indicators of how regional collaboration efforts and focused information and media activities have led to increased numbers of people interested in and prepared for work in the manufacturing field.

Solution for Priority Root Cause #2

Employer screening and assessment capabilities are limited and less effective than desired.

Purpose

In order to better understand, predict, and meet manufacturing employers' human resource needs, the EGR 4 Regional Workforce Board will increase the **capability** of the regional WorkOne system to develop closer business relationships with manufacturing employers in partnership with local economic development organizations. The Board will also increase the regional system's **capacity** to provide more extensive and timely screening and assessment services, some of which will be grant funded and some fee-based.

Rationale

To paraphrase Albert Einstein, "The definition of 'crazy' is to keep doing something the same way and expect different results." The solution we are proposing is an experiment that puts more qualified WorkOne system staff in one-on-one contact with manufacturing employers in the context of economic development; it will increase the system's capacity to screen and assess larger numbers of job applicants; and it will enhance the professional skills of all staff that interface with employers at any level. Our solution is consistent with DWD's "WorkOne of the Future" and "Premier Customer Service" concepts and recognizes that an inherent responsibility of the publicly funded labor exchange system is to deal effectively and efficiently with the problem of "frictional unemployment." The activities described below constitute a new model for providing demand driven employer services that includes workforce and economic development organizations, education and training institutions, temporary employment agencies, and the manufacturing employers themselves.

The activities proposed will shorten the time it takes a manufacturing employer who uses WorkOne services to find the best qualified and available applicant to fill a skilled position vacancy from an average of five weeks to two weeks. It should be noted that these initiatives do not create more skilled manufacturing workers. They only seek to more fully utilize the skills that workers in the regional labor pool already possess. The proposed solution will have the indirect effect of shedding more light on the skilled labor shortage problem. When frictional unemployment/underemployment is dealt with more efficiently, then that part of the skilled labor shortage problem attributable to structural unemployment becomes clearer and more manageable.

Activities

1. HR Consultants

\$7,260

The EGR 4 WIRED initiative will fund the hiring or contracting of four Human Resource Consultants, two each at the Lafayette and Kokomo WorkOne Centers for a three-year period beginning as early as May 1, 2006. (The WIRED grant will provide \$671,430 to fund this activity.) The consultants will initially form teams with their Local Economic Development

(LEDO) counterparts in order to conduct business retention and expansion (BRE) surveys using either the *Synchronist* or *Executive Pulse* systems.

HR Consultants will focus on bottlenecks in the screening, assessment and referral processes that manufacturing companies are experiencing. They will ultimately be accountable to the Regional Operator and Regional Workforce Board. Employer “intelligence reports” that come out of the BRE surveys will be used to shape the enhancement of existing employer services, redirect resources where indicated, and spur the development of new services that support employers’ making better hiring decisions faster. This includes the development of screening and assessment products that ultimately will be delivered on a fee-for-service basis.

At the end of six months the HR Consultants will recommend an array of screening and assessment services that is common to the needs of most manufacturing employers they have surveyed. The Regional WorkOne Director and Regional Operator will be responsible for convening a representative group of regional manufacturing employers to validate this recommendation. During the remainder of the project the Regional Workforce Board will enact policies and procedures to ensure that such services are made available to manufacturing employers through the regional WorkOne system, whether at no cost to the employer or for a fee.

SSI funds will be used to pay license renewal fees for the *Synchronist* and *Executive Pulse* system services accessed by the LEDOs and HR Consultants.

2. Enhanced Screening Services

During the first six months of the project EGR 4 WIRED funds will provide (\$300,000) for those screening services that are now believed to be in common use by most manufacturing employers, e.g., basic level background checks and drug screens, at no charge to manufacturing employers prior to referral. This is viewed as a “prime the pump” strategy that will encourage more manufacturing employers to list jobs with WorkOne and become part of the regional *WorkKeys* community of employers. Priority will be given to small manufacturing employers. This strategy will also develop a service orientation within the WorkOne system that leads to a fee-for-service capability.

Temporary/contingency employment agencies will be consulted during the development of these enhanced screening services. Any screening or assessment service requested by an employer other than that covered by the WIRED grant or already approved by DWD will be provided only on a fee-for-service basis.

3. Screening, Assessment and Training (SAT) Centers \$ 6,600

EGR 4 will procure additional space or retrofit existing space at the Lafayette and Kokomo WorkOne Centers to accommodate increased screening, assessment, and training services. The procurement of additional space to support the expansion at Subaru of Indiana Automotive, Inc. (SIA) and related suppliers in the Lafayette area is planned to occur as soon as possible. The Lafayette SAT Center will serve as a prototype for the Kokomo Center.

The EGR 4 WIRED grant will fund the increased need for screening, assessment, and training services facilities for up to \$50,000 for each WorkOne Center over the three-year life of the grant

(a total commitment of \$100,000). As education partners, Ivy Tech, Purdue University College of Technology, and Indiana University-Kokomo, will play key roles in the development of the two SAT Centers. Each institution has its own menu of assessment, certification, and other similar types of services that may be appropriately provided at these sites.

Since the Lafayette SAT Center will have the unique role of serving the SIA project for the first 12-18 months of its life, DWD may approve the use of Reed Act funds to lease the Center during the SIA project period. If Reed Act funds are available for this purpose as anticipated, WIRED funds will be used to support the Center after Reed Act funding ends. Reprogrammed WIRED funding would then be available to furnish both the Lafayette and Kokomo Centers with the equipment and technology needed to adequately fulfill their roles.

SSI funding will be sought to fund two additional Key Train CD-ROM licenses, one for each SAT Center.

4. WorkOne and Partner Staff Training \$ 29,975

EGR 4 will sponsor up to 25 WorkOne and WIA service provider staff members, who as part of their regular duties have at least minimal contact with manufacturing employers, in Society for Human Resource Management (SHRM) HR Generalist training and certification. Web-based training is available through SHRM. Certification testing is offered through a Thompson Prometric Test Center located within EGR 4. We want our WorkOne system staff members to share a common perspective and language with their manufacturing HR customers.

EGR 4 will also sponsor training for the HR Counselors in the use of the Synchronist and Executive Pulse business retention and expansion (BRE) systems.

Responsibility

Responsibility for the execution of each of the four activities that make up the Priority Root Cause #2 solution rests with the EGR 4 Regional Operator (RO). This includes the following:

- *Procurement of HR Consultant services (hiring or contracting).* The Lafayette and Kokomo WorkOne Center managers/directors and representatives of the regional local economic development organizations based in the Lafayette and Kokomo areas will assist the RO in this responsibility.
- *Procurement of enhanced screening services.* This activity will be funded by the EGR 4 WIRED grant. The RO will coordinate the procurement for enhanced screening services with Purdue University, the WIRED project administrative entity. The Lafayette and Kokomo WorkOne Center managers/directors will assist the RO in the establishment of this activity.
- *Establishment of SAT Centers.* This is a highly collaborative endeavor that will include WorkOne managers/directors and postsecondary institution representatives, e.g., the Kokomo and Lafayette Ivy Tech Workforce and Economic Development Directors. The RO, however, will have ultimate responsibility for the expenditure of SSI and WIRED funds that support the SAT Centers.
- *WorkOne and Partner Staff Training.* The RO will be responsible for procuring the HR Generalist and BRE system training and certification. Coordination with WorkOne

managers/directors and economic development and WIA service provider partner organizations will be required.

Sustainability Measures

\$ 8,250

The 2005 EGR 4 Occupation & Skills Shortage Report established that there was a shortage of 900 skilled manufacturing workers. By reducing the “fill time” by three weeks, or 6% of a work year for each vacancy, employers would need to hire 6%, or 54, fewer skilled workers. By the end of Year 2 the time required for manufacturing companies to fill skilled positions listed with WorkOne will have been reduced from an average of five weeks to an average of two weeks. This will have the effect of reducing the shortage of skilled workers by 54.

Metric: Indiana Business Research Center (IBRC) Occupational Projections reports will be used to measure the predicted reduction in shortages and the degree to which shortages still exist.

Metric: Manufacturing employers will be resurveyed using the same survey instrument questions that were used to generate the EGR 4 Root Causes Report. The responses to these questions will be used to measure the effect of our solutions/interventions in reducing the time required to fill skilled position vacancies, the improvement in companies’ HR capabilities, and the reduction in skilled worker turnover. The survey will also be expanded to include new questions that measure the effect of increased WorkOne HR Consultant contacts and the value employers attribute to enhanced WorkOne screening and assessment services.

By the end of Year 2 the number of EGR 4 manufacturing employers who list job orders with the WorkOne Centers in Lafayette and Kokomo will have increased by 100%, from 72 reported at 6/30/05 to 144 reported at 6/30/08. A significant increase in the number of manufacturing employers who list their position vacancies with WorkOne is a telling indicator of the greater market penetration that should be expected with enhanced, value-added customer service.

Metric: DWD performance reports.

EGR 4 will compile and submit quarterly reports to DWD that provide the following measures of Solution implementation progress:

- Status of funding according to project budget and timeline, including how existing public and private funds are being reallocated or leveraged
- Status of activity implementation according to timeline
- Statistical and anecdotal indicators of how the WorkOne system is better aligning itself with manufacturing employer human resource needs and reducing occupation and skill shortages due to a reduction in frictional unemployment

Solution for Priority Root Cause #3

Misalignment of secondary and postsecondary education and training with student and employer needs.

Purpose

EGR 4 fully expects that the solution proposed for Priority Root Cause #1, which will “re-image” manufacturing careers, will also stimulate great interest in manufacturing-related courses offered by the region’s two-year and four-year colleges. If we are going to have many more manufacturing-related education consumers, we must plan for them by stocking the shelves with coursework and services that are appealing and accessible. We also want them to have full assurance that the courses they take will prepare them for the first step on a career ladder that really does lead somewhere. Likewise, we want manufacturing employers to be confident that these career-minded students are completing training programs that equip them with the competencies most valued in their new occupations.

Indeed, we must ensure that postsecondary education and training programs leading to careers in manufacturing are well configured to meet the skills shortage needs of employers and deliver credible results to their graduates. We must also ensure that secondary schools adequately prepare their students for the college programs that await them.

Rationale

The EGR 4 Root Causes Report found that manufacturing-related courses offered by regional campuses of Ivy Tech Community College, Purdue University, and Indiana University-Kokomo are undersubscribed and graduate far fewer skilled workers than are needed by area employers. Manufacturing employers report a mismatch between the technical skills that are being taught in postsecondary educational institutions and the requirements of their skilled positions. Clearly there is a need for postsecondary institutions to reevaluate their curricula and the way in which manufacturing-related courses are delivered. It is also important that manufacturing employers communicate their skill needs to educators.

The proposed activities bring together manufacturing technology educators and employers to reenergize EGR 4’s technical education system through innovations in course content, instructional techniques, and delivery methods. Secondary students and other emerging workers, parents, and incumbent workers will be introduced to manufacturing technology educational opportunities.

Activities

1. Technical Middle College

The North Central Indiana (NCI) WIRED grant will support the NCI Advanced Manufacturing Education Initiative that the following secondary and postsecondary institutions have agreed to constitute: Ivy Tech Community College (Lafayette and Kokomo), Indiana University-Kokomo,

Purdue University College of Technology (West Lafayette and Kokomo), Kokomo Area Career Center, Century Career Center, Heartland Career Center, and Lafayette Jefferson High School. The core components of this initiative include developing a vision of next generation manufacturing in order to shape the formation of core competencies, curriculum and program development, and the launching of a Technical Middle College. The goal is to strengthen and expand the pipeline of high school and college graduates with interest in and skills for careers in the region's manufacturing companies.

The new Technical Middle College will build on a prior "Pathways to College" partnership funded by the Lilly Endowment in 2000. The Pathways partnership has helped over 4,500 students prepare an educational development plan and has provided dual credit for nearly 5,000 students. The Technical Middle College will provide expanded dual enrollment and summer camp opportunities for junior and senior high school students in manufacturing courses that can lead to an AAS Technical degree at Ivy Tech Community College. The courses taken by students will also have transfer options to four-year manufacturing and engineering degrees at Purdue's College of Technology in West Lafayette and Kokomo, e.g., Organizational Leadership & Supervision, Computer Integrated Technology, and Electrical Engineering Technology. A long-term objective is to expand the offerings to include curricula addressing other technical skills and to establish a permanent, physical presence on the Ivy Tech campuses. A portion of Year 1 WIRED grant funds will also be used to study, consult with, and adapt models from successful schools from other parts of the country, such as the Washtenaw Technical Middle College at Washtenaw Community in Ann Arbor, Michigan. If an expanded Technical Middle College concept becomes viable, second and third year WIRED resources, as well as Second Round SSI, WIA, and other resources, will be sought to fund the expansion.

The work of the NCI Advanced Manufacturing Education Initiative will dovetail with that of the Next Generation Manufacturing Vision Initiative that convenes regional industry and education stakeholders in order to identify the collective, competitive assets and characteristics of the region's manufacturers as a starting point for defining manufacturing's future in the region, and to communicate the competitive positioning of the region and its companies. The participants will develop a definition of "next generation manufacturing" that builds on the strengths and assets of the region, yet raises the bar as to what the future needs to look like to support the growth and expansion of existing firms and new enterprises focused on next generation products, processes, and work organization. This Initiative will identify core competency and resource gaps that could prevent the region's firms, educators, economic developers, and other stakeholders from achieving the vision.

2. Introduction to Manufacturing Technology Education **\$ 88,000**

SSI grant funds will be used to contract with Ivy Tech Community College in cooperation with Purdue University College of Technology and Indiana University-Kokomo to develop a non-credit course entitled "Introduction to Manufacturing Technology Education" for secondary students, their parents, and other emerging workers. The course will provide several three-hour modules that expose participants to campus facilities; provide hands-on lab experiences; introduce potential students to manufacturing technology program options; and present college entry requirements. One module will be presented by manufacturing employer representatives at an industry site that will include a discussion of manufacturing career opportunities. One

module will be especially designed for parents. These courses will be delivered quarterly in the Lafayette area and the Kokomo area.

3. Introduction to SKILL-Manufacturing Achievement Program (SKILL-MAP)

\$ 99,000

SSI grant funds will be used to provide scholarships to 300 incumbent manufacturing workers throughout EGR 4 who agree to enroll in and complete one 40-hour Skill-MAP course designed by the Manufacturing Skill Standards Council (MSSC) and offered on-line through Ivy Tech Community College. This activity will serve to expose manufacturing employees and their employers to the availability, accessibility and value of life-long learning opportunities. It will also stimulate the design and delivery of other on-line courses that provide for the skill development of the EGR 4 workforce.

Responsibility

Responsibility for the execution of each of the three activities that make up the Priority Root Cause #3 solution rests with the EGR 4 Regional Operator (RO). This includes the following:

- *Technical Middle College.* As a member of the WIRED project steering committee, the RO will collaborate with the WIRED project director to support the work of the NCI Advance Manufacturing Education Initiative and Next Generation Manufacturing Vision Initiative.
- *Introduction to Manufacturing Technology Education.* The RO will contract with Ivy Tech Community College to establish and market the IMET course.
- *Introduction to Skill-MAP.* The RO will contract with Ivy Tech Community College to coordinate and market the Skill-MAP program.

Sustainability Measures

\$ 2,750

The 2005 EGR 4 SSI Root Causes Report found that only 10% of the annual shortage of 900 skilled workers in critical occupations was being met by graduates of regional postsecondary institutions. By exposing more secondary students, their parents, and other emerging and incumbent workers to manufacturing technology education programs that currently exist, and those that will be spawned by the WIRED and SSI initiatives, we believe the annual number of graduates from these programs can be increased from 90 to 135 by the end of Year 2. Similar or greater annual gains are expected beyond Year 2 due to the implementation of the Technical Middle School initiative and the increased enrollment generated through the Introduction to Manufacturing Technology Education and Skill-MAP programs. We will be looking for small but steady incremental increases in enrollment in postsecondary technology education programs. The momentum generated through these initiatives will take time to grow and bear fruit.

Metric: Postsecondary institutions will be resurveyed using the Employment & Training Matrix developed for generating baseline data in 2005.

Metric: IBRC Occupational Projections reports will be used to measure the predicted reduction in shortages (5% or 45 fewer shortages) and the degree to which shortages still exist.

EGR 4 will compile and submit quarterly reports to DWD that provide the following measures of Solution implementation progress:

- Status of funding according to project budget and timeline, including how existing public and private funds are reallocated or leveraged.
- Status of activity implementation according to timeline.
- Statistical and anecdotal indicators of how secondary and postsecondary institutions are better aligning themselves with student and employer needs.

Timeline

Activity Solution 1	Qtr.1 Year 1	Qtr.2 Year 1	Qtr.3 Year 1	Qtr.4 Year 1	Qtr.1 Year 2	Qtr.2 Year 2	Qtr.3 Year 2	Qtr.4 Year 2
Hire facilitator	X							
Select MCA Council Members	X							
Convene MCA	X	X	X	X	X	X	X	X
Gather information on Manufacturing workforce Programs and initiatives	X	X	X		X		X	
Facilitate career awareness opportunities		X	X	X	X	X	X	X
Implement stipend/substitute Teacher wage program			X	X	X	X	X	X
Catalog education & trng programs		X	X		X		X	
Develop career pathway project		X	X	X				
Develop reality store			X	X	X			
Develop and maintain EGR 4 website		X	X	X	X	X	X	X
Develop online course for educators And workforce professionals			X	X				
Develop an image campaign		X	X					
Develop materials for campaign			X	X				
Implement campaign			X	X	X	X	X	X
Activity Solution 2								
Hire HR coordinators	X							
Complete 150 BRE surveys	X	X						
Recommend screening and assessment tools based on BRE results		X	X					
Validate recommended tools			X					
Open SAT center in Lafayette		X						
Open SAT center in Kokomo			X					
Conduct SHRM training for staff		X	X					
Conduct Synchronist/Executive Pulse training for staff		X	X					
Activity Solution 3								
Development of Manufacturing Technology Course	X							
Implementation of Manufacturing Technology Course		X	X	X	X	X	X	X
Development of scholarship program for incumbent workers	X							
Implementation of scholarship program for incumbent workers		X	X	X	X	X	X	X
Survey				X				X
Quarterly reports	X	X	X	X	X	X	X	X

Budget/Funding Request

ROOT CAUSE #1 BUDGET REQUEST

ACTIVITY #1	SSI Request	Match
1 FTE (\$40,000 @ 2 years)	\$ 80,000	\$ -
Fringe Benefits 30%	\$ 24,000	\$ -
Supplies & Office Space (2 years)	\$ 5,000	\$ -
Travel (200 miles month for 24 months @ \$.445)	\$ 2,136	\$ -
Teacher Stipends (100@\$1,500 each)	\$ 150,000	\$ -
Substitute Teacher Wages (Estimated @ \$50,000)	\$ 50,000	
Reality Store	\$ 29,000	\$ -
Administration (10%)	\$ 34,014	\$ -
Activity #1 Total	\$ 374,150	\$ -
ACTIVITY #2		
Website Design & maintenance (2 years)	\$ 60,000	\$ -
*CAEL Contract (2 years)	\$ 20,000	\$ -
Administration (10%)	\$ 8,000	\$ -
Activity #2 Total	\$ 88,000	\$ -
ACTIVITY #3		
*CAEL Contract (2 years)	\$ 20,000	\$ -
Marketing Services (2 years)	\$ 150,000	\$ 475,000
Administration (10%)	\$ 17,000	\$ 47,500
Activity #3 Total	\$ 187,000	\$ 522,500
SUSTAINABILITY MEASURES		
Purdue Center for Regional Development	\$ 2,500	\$ -
Administration (10%)	\$ 250	\$ -
Sustainability Measures Total	\$ 2,750	\$ -
Root Cause #1 Total	\$ 651,900	\$ 522,500

* CAEL will be available to the region as part of the WIRED Initiative, it is expected that a separate contract will be need to develop curricula

ROOT CAUSE #2 BUDGET REQUEST

ACTIVITY #1	SSI Request	Match
Human Resource Consultants	\$ -	\$ 619,824
Regional Operator	\$ -	\$ 51,606
Synchronist License (\$900 per year for 2 years)	\$ 1,800	\$ -
Executive Pulse License(\$2,400 per year for 2 years)	\$ 4,800	\$ -
Administration (10%)	\$ 660	\$ 67,143
Activity #1 Total	\$ 7,260	\$ 738,573
ACTIVITY #2		
Background Checks (2000 per year x 3years @ \$50)	\$ -	\$ 300,000
Administration (10%)	\$ -	\$ 30,000
Activity #2 Total	\$ -	\$ 330,000
ACTIVITY #3		
Key Train CD-ROM licenses (2 @ \$3,000)	\$ 6,000	\$ -
SAT Centers (2 @ \$50,000)	\$ -	\$ 100,000
Administration (10%)	\$ 600	\$ 10,000
Activity #3 Total	\$ 6,600	\$ 110,000
ACTIVITY #4		
HR Training (25 trainees @ \$495)	\$ 12,375	\$ -
HR Certification Exam (25 trainees @ \$395)	\$ 9,875	\$ -
Synchronist Training (1 session)	\$ 1,800	\$ -
Executive Pulse Training (1 session)	\$ 3,200	\$ -
Administration (10%)	\$ 2,725	\$ -
Activity #4 Total	\$ 29,975	\$ -
SUSTAINABILITY MEASURES		
Resurvey of Employers	\$ 5,000	\$ -
Purdue Center for Regional Development	\$ 2,500	\$ -
Administration (10%)	\$ 750	\$ -
Sustainability Measures Total	\$ 8,250	\$ -
Root Cause #2 Total	\$ 52,085	\$1,178,573

ROOT CAUSE #3 BUDGET REQUEST

ACTIVITY #1	SSI Request	Match
Technical Middle College (Estimated amount)	\$ -	\$,500,000
Administration (10%)	\$ -	\$ 150,000
Activity #1 Total	\$ -	\$ 1,650,000
ACTIVITY #2		
Manufacturing Technical Education Courses (16 @ \$5,000)	\$ 80,000	\$ -
Administration (10%)	\$ 8,000	\$ -
Activity #2 Total	\$ 88,000	\$ -
ACTIVITY #3		
Skill-MAP Scholarships (300 @ \$300)	\$ 90,000	\$ -
Administration (10%)	\$ 9,000	\$ -
Activity #3 Total	\$ 99,000	\$ -
SUSTAINABILITY MEASURES		
Employment & Training Matrix Resurvey	\$ 2,500	\$ -
Administration (10%)	\$ 250	\$ -
Sustainability Measures Total	\$ 2,750	\$ -
Root Cause #3 Total	\$ 189,750	\$1,650,000

ENTIRE SSI BUDGET REQUEST

	SSI Request	Match
Root Cause #1	\$ 651,900	\$ 522,500
Root Cause #2	\$ 52,085	\$ 1,178,573
Root Cause #3	\$ 189,750	\$ 1,650,000
Total SSI Request	\$ 893,735	\$3,351,073

Attachment A – Letters of Recommendation



March 2, 1006

SUPPORT FOR STRATEGIC SKILLS INITIATIVE (SSI) SOLUTIONS REPORT

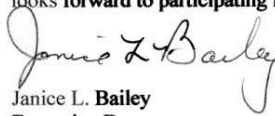
During the past six months, a consortium of community leaders in the new Economic Growth Region 4 (EGR4) have collaborated to identify occupation and skill shortages, determine the root causes of the shortages, and developed solutions directly tied to root causes to meet the challenge put forth by Governor Mitch Daniels in his Strategic Skills Initiative. In EGR4 this has been a very organized and thorough process involving civic, social, educational, community, business, industry, workforce development, and economic development leaders. The last phase of this process has identified strategies that Ivy Tech Community College can impact.

Advanced manufacturing in EGR4 has a concentration four times greater than the average Economic Growth Region; yet, the number of individuals seeking training in this area as a potential career is minimal. Employers have indicated through this process that current training through our secondary and post secondary schools does not currently meet student and employer needs.

In supporting this grant, the College can make a specific impact in the following ways.

- Continue College participation on an oversight committee during the implementation and measurement of this initiative
- Include representatives from industry who are closely linked to the five specific jobs identified in EGR4 Report #1 on College Program Advisory Committees
- Complete WorkKeys Profiles for the five specific jobs identified in EGR4 Report #1
- Develop curricula with appropriate outcomes for the skills sets and shortages identified in the five specific jobs targeted in EGR4 Report #1
- Explore ways to modularize the delivery of instruction
- Create relevant learning experiences that combine instructional delivery with industrial experience
- Contribute to the development of marketing literature that heightens awareness of these job opportunities in industry
- Seek new dual enrollment or 2+2+2 opportunities in local high schools and career centers and 2-year and 4-year institutions
- Define career pathways for each of the five specific jobs identified in EGR4 Report #1
- Provide specific information about these career pathways including salary potential and benefits to Career Placement Counselors at the College for use in counseling new students about career opportunities in manufacturing
- Increase the number of students pursuing and achieving these outcomes

The mission of the College is to meet the needs of our community. The College has the expertise to be an effective, collaborative partner in developing ways to address the needs of local industry specifically those identified in the EGR4 report. The College supports the findings in the EGR4 Solutions Report and looks forward to participating in the implementation of these strategies.


Janice L. Bailey
Executive Dean

2815 EAST MARKET
LOGANSPOUT, INDIANA 46947
574-753-5101
FAX 574-753-5103

Ivy Tech is an accredited, equal opportunity, affirmative action community college.

**INDIANA
WORKFORCE
DEVELOPMENT**

March 2, 2006

Strategic Skills Initiative
Project Coordinators
WDSI

To whom it may concern:

I am happy to write a letter of support for the Strategic Skills Initiative for Economic Growth Region 4. This initiative is vitally important for this region for a number of reasons, not the least of which is providing an opportunity to undertake a wide ranging study of skill shortages within key industry sectors within the region. It is important to "drill-down" to those critical areas within the region, identifying who they are and responding to those regional needs to address the root causes of such disruption.

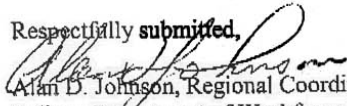
As a Regional Coordinator with the Indiana Department of Workforce Development, the WorkOne system in this region will pledge to be a part of the solutions undertaken in Region 4. Through our Information Resource areas, WorkOne offices can assist in the process of informing the viability of manufacturing sector careers throughout Advanced manufacturing, Advanced Materials, and Agri-business opportunities. We can also develop more effective screening and assessment capabilities to more closely match the recruitment needs of these targeted sectors. Better screening and assessment practices will result in a better qualified, more prepared job candidate.

WorkOne staff will develop specialized assessment techniques, while working closely with area educational institutions to better prepare the prospective worker. This will also raise the quality of the emerging as well as incumbent workforce in the Economic Growth Region.

Finally, this initiative will prove doubly effective with the promise of close coordination with the recently won WIRED grant. Both initiatives will be able to leverage allowable resources, again to aggressively address the skill shortages.

Thank you for the opportunity to respond to S.S.I. initiative. They offer the promise of exciting opportunities ahead for both the worker as well as the affected industry clusters in Economic Growth Region 4.

Respectfully submitted,


Alan D. Johnson, Regional Coordinator
Indiana Department of Workforce Development

Much
Respect,
Alan D.

Haynes International, Inc.

Haynes International, Inc.
1020 West Park Ave.
P.O. Box 9013
Kokomo, IN 46904-9013

E. S. Washington
Manager - Human Resource Services
Phone: 765/456-6416
Fax: 765/456-6155
e-mail: ewashington@haynesintl.com

March 2, 2006

To Whom It May Concern:

Although I am the Manager – Human Resource Services, I am writing to you in the capacity of the Chair for the Region IV Regional Workforce Board. I would like to express my support of the Strategic Skills Initiative (SSI) Solutions Report as well as the support of the Board.

The key industries of Advanced Manufacturing, Advanced Materials, and Agribusiness, Food Processing and Technology identified in the first report are very critical for EGR 4. In addition, the skill sets and shortages verified by industry representatives as: Material Recording, Scheduling, Dispatching and Distributing Workers; Supervisors of Installation, Maintenance, and Repair Workers; Supervisors of Production Workers; Metal and Plastics Workers (CNC Machine Tool Operators); and Material Moving Workers are in line with perceived gaps in the region.

After the second report prioritized primary root causes of occupation and skills shortages, solutions were developed and prioritized at a *Strategic Regional Roundtable: Critical Skills for Industry* meeting in Delphi on 2/20/06, attended by 47 representatives of education, economic development, industry, elected officials and workforce development. Many of the proposed solutions will benefit from initiatives of the recently received DOL WIRED grant. Some will be at no cost, some will require gift in kind support from industry and others will be funded through the SSI funds.

As mentioned above this initiative will take a huge effort on the part of regional representatives, however, considering the stakes – the possible outcome of this project, we, the representatives from education, economic development, industry, elected officials and workforce development cannot let this opportunity slip away from us. The Regional Workforce Board understands that for our future, we must examine the critical occupations and specific skill sets within high-wage Indiana industries; and, instill a lasting, demand-driven approach to workforce development at the regional and local level through these proposed solutions.

Sincerely,



March 6, 2006

Roger L. Feldhaus, Executive Director
Tecumseh Area Partnership, Inc.
2300 Concord Road
Lafayette, Indiana 47905

Dear Mr. Feldhaus:

In behalf of Ivy Tech Community College—Lafayette, we support the Solutions Report for the newly-formed Economic Growth Region 4. The report proposes effective, community based efforts to address the most critical workforce issues in our region and represents significant input from stakeholders, subject matter experts and government officials over the past six months.

Ivy Tech is pleased to support the Strategic Skills Initiative and the solutions proposed in this report, specifically the provision of services identified under Root Cause #3. Ivy Tech supports and will participate in the development and delivery of: 1) the Technical Middle College; 2) the development and delivery of the Introduction to Manufacturing Technology Education Series; and 3) the training and certification of incumbent workers through the Skill-MAP program as described in the report.

As always, we stand ready to serve the workforce development needs of the region through our programs, facilities, personnel and other educational resources. Thanks for your work to develop this focused approach to workforce development and know that you are submitting it with our support and commitment.

Sincerely,



Craig R. Lamb
Executive Director
Workforce & Economic Development

C: David Bathe
Mary Ostrye



2301 Concord Rd.
PO Box 5529
Lafayette, IN 47905-5529
Phone: 765.474.5411
FAX: 765.474.7036
Website: www.dwd.state.in.us

March 6, 2006

EGR 4 SSI Consortium

Developing the skills of our region's workforce to grow personal income and employment is the focus of Indiana Department of Workforce Development. I fully support the strategies listed below to strengthen our workforce and regional economy and am pleased to be an integral part of the solution.

- *Procurement of HR Consultant services (hiring or contracting).* The Lafayette and Kokomo WorkOne Center managers/directors and representatives of the regional local economic development organizations based in the Lafayette and Kokomo areas will assist the RO in this responsibility. *Procurement of enhanced screening services.* This activity will be funded by the EGR 4 WIRED grant. The RO will coordinate the procurement for enhanced screening services with Purdue University, the WIRED project administrative entity. The Lafayette and Kokomo WorkOne Center managers/directors will assist the RO in the establishment of this activity.
- *Establishment of SAT Centers.* This is a highly collaborative endeavor that will include WorkOne managers/directors and postsecondary institution representatives, e.g., the Kokomo and Lafayette Ivy Tech Workforce and Economic Development Directors. The RO, however, will have ultimate responsibility for the expenditure of SSI and WIRED funds that support the SAT Centers.
- *WorkOne and Partner Staff Training.* The RO will be responsible for procuring the HR Generalist and BRE system training and certification. Coordination with WorkOne managers/directors and economic development and WIA service provider partner organizations will be required.

Sincerely,

A handwritten signature in cursive script that reads "Deborah Waymire".

Deborah Waymire
Regional Director
WorkOne Lafayette

Attachment B – Roundtable Solutions Meeting Attendance Sheet

SSI Regional Round Table: Critical Skills for Industry ~ February 20, 2006

First Name	Last Name	Title	Organization	Address	City	ST	Zip	Telephone #	Fax #	E-mail Address
Gregory	Aaron	President	Kokomo Howard Co Development Corp.	700 E. Firmin St., Suite 200	Kokomo	IN	46902-2395	765.457.2000		gaaron@khdc.org
Jan	Bailey	Executive Dean	Ivy Tech Community College	2815 E. Market	Logansport	IN	46947	574.753.5101	574.753.5103	jabailey@ivytech.edu
Kathy	Burns	Policy Associate	WDSI	1200 Kitty Hawk, Suite 208	Peru	IN	46970	765.689.9950	765.689.9971	kburns@wdsi.org
Vicki	Byrd	President	WDSI	1200 Kitty Hawk, Suite 208	Peru	IN	46970	765.689.9950	765.689.9971	vbyrd@wdsi.org
Paul	Chisholm	President & CEO	Perry Foam Products	2335 S. 30th Street, PO Box 6419	Lafayette	IN	47903-6419	765.474.3404	765.474.3423	pchisholm@perryfoam.com
Scot	Collins	Guidance Counselor	Carroll Jr. - Sr. High School	2362 E. St. Rd. 18	Flora	IN	46929	574.967.3000		scollins@carroll.k12.in.us
Lynn	Corson	Board of Directors	Carroll Co. Chamber of Commerce	6678 W 200 N	Delphi	IN	46923	765.564.2324 765.463.4749 O	765.463.3795	corson@carlnet.org corson@purdue.edu
Beth	Doucette	COO	WDSI	1200 Kitty Hawk	Peru	IN	46970	765.689.9950		bdoucette@wdsi.org
Mike	Federspill	Training Coordinator	Ivy Tech Community College	1701 Touby Pike, PO Box 1373	Kokomo	IN	46903-1373	765.459.0561 x 532	765.454.5126	mfedersp@ivytech.edu
Roger	Feldhaus	Executive Director	TAP, Inc.	P.O. Box 4729	Lafayette	IN	47903-4729	765.477.1710	765.471.7830	rfeldhaus@tap.lafayette.in.us
Michael	Fincher	Mayor	City of Logansport	601 E. Broadway, RM 200	Logansport	IN	46947	574.753.2551	574.753.4644	mayor@cityoflogansport.org
Barkley	Garrett	Director - North Central Region	Indiana Economic Development Corp.	209 North Main St., Suite 202	South Bend	IN	46601	574.288.6832	574.288.6837	bgarrett@iedc.in.gov
Jeaniene	Garrison	Director of Special Ed	Northwestern School Corp.	3075 N Washington	Kokomo	IN	46901	765.452.3060	765.452.3064	jeaniene.garrison@nwsc.k12.in.us
Becky	Goings	WIB Staff	TAP, Inc.	P.O. Box 4729	Lafayette	IN	47903-4729	765.477.1710	765.471.7830	bgoings@tap.lafayette.in.us

Larry	Good	President	Corporation for a Skilled Workforce	900 Vicotrs Way, Suite 350	Ann Arbor	MI	48108	734.769.2900	734.769.2950	csw@skilledwork.org
Fred	Hakes	Director, Continuing Studies	IU Kokomo	2300 S. Washington St.	Kokomo	IN	46904	765.455.9407	765.455.9476	fhake@iuk.edu
Kristin	Harris	Regional Workforce Adult Ed Representative	Indiana Department of Education - IDOE	6321 La Pas Trail	Indianapolis	IN	46268	317.503.0360	317.387.7100	kharris@ciesc.k12.in.us
Gary	Hawley	Commissioner	Miami Co Commissioners	25 N. Broadway	Peru	IN	46970	765.472.3901 765.473.4951	765.472.1412.	GARYDH1@comcast.net
Bill	Henderson	Executive Director	Montgomery Co Economic Development	309 North Green Street	Crawfordsville	IN	47933	765.362.6851	765.362.6900	mcedinc@sbcglobal.net
Ruben	Hernandez	HR/Benefits	Indiana Packers Corporation		Delphi	IN	46923	765.564.7212	765.564.4843	rher@inpac.com
John	Hipskind	VP Sales	MW Industries	101 Godfrey St.	Logansport	IN	46970	574.722.8253	574.722.8224	jhipskind@mw-ind.com
Dan	Hockney	Executive Director Workforce & Economic Development	Ivy Tech Community College	1815 E. Morgan St., P.O. Box 1373	Kokomo	IN	46903-1373	765.459.0561 x 579		dhockney@ivytech.edu
Scott	Hutcheson	Assistant Program Leader, Economic & Community Development	Purdue University	1201 W. State St., Suite 227	West Lafayette	IN	47907	765.494.4277	765.494.9870	hutcheson@purdue.edu
Janet	Israel	Guidance Counselor	Delphi Community Schools	501 Armory Rd.	Delphi	IN	46923	765.564.2100	765.564.6919	israelj@delphi.k12.in.us
Dale	Jones	Career and Technical Education Director	Wildcat Creek Career Cooperative	21 Elston Road	Lafayette	IN	47909	765.474.2481	765.474.0553	djones@tsc.k12.in.us
Cinda	Kelley	Acting Executive Director of Business Development	Lafayette-West Lafayette Economic Development	337 Columbia, P.O. Box 311	Lafayette	IN	47902	765.742.0095 x 2		cinda@lwledc.org
Skip	Kuker	President	Logansport-Cass Co. Economic Development	300 East Broadway, Suite 103	Logansport	IN	46947	574.722.5988	574.735.0909	skip@ledf.com

Mark	Kussmaul	Consultant		407 Lincoln	Crawfordsville	IN	47933	765.362.8081		markkussmaul@aol.com
Craig	Lamb	Executive Director Workforce & Economic Development	Ivy Tech Community College	3101 S. Creasy Lane, PO Box 6299	Lafayette	IN	47903	765.269.5881	765.269.5899	clamb@ivytech.edu
Sherry	Landrum	Team Leader	Job Works, Inc.	2835 E. Market	Logansport	IN	46947	574.722.6652 x 17		slandrum@jobworksinc.org
Tom	McKaig	Superintendent	Peru Community Schools	35 W. Third Street	Peru	IN	46970	765.473.3081	765.472.5129	tmckaig@peru.k12.in.us
Sundai	Mills	HR Training Coordinator	Haynes International	1020 West Park Avenue, PO Box 9013	Kokomo	IN	46904- 9013	765.456.6115	765.456.6155	smills@haynesintl.com
Lynda	Musselman	VP of HR	Memorial Hospital Logansport	1101 Michigan Ave	Logansport	IN	46947	574.753.1421	574.753.1510	lmusselman@mhlogan.org
Connie	Neiningner	Executive Director	White Co Industrial Foundation	110 N Main Street, PO Box 1031	Monticello	IN	47960	574.583.6557	574.583.6230	whiteco@monti.net
Bernard	Newhart	Commissioner	Clinton Co	9899 W CR O N/S	Frankfort	IN	46041	765.296.4131		louisenewhart@netzero.com
Susie	Perkins		WDSI	1200 Kitty Hawk, Suite 208	Peru	IN	46970	765.689.9950	765.689.9971	sperkins@wdsi.org
Don	Scheiber	Director of Labor Relations	United Way of Greater Lafayette	P.O. Box 677	Lafayette	IN	47902	765.742.9077 x 231	765.742.9079	dscheiber@uw.lafayette.in.us
John	Schneider	Assistant VP	Purdue University	Hovde Hall, Room 303 610 Purdue Mall	West Lafayette	IN	47907- 2040	765.494.5532	765.494.8323	jas@purdue.edu
Kristen	Seward	Guidance Director	Carroll Jr. - Sr. High School	2362 E. St. Rd. 18	Flora	IN	46929	574.967.3000	574.967.4027	kseward@carroll.k12.in.us
Richard	Sewell	Vice President	Job Works, Inc.	PO Box 47219	Indianapolis	IN	46247	317.281.0925		rsewell@jobworksinc.org
Laura	Sheets	District Manager	Cinergy/PSI Kokomo	1619 W. Defenbaugh	Kokomo	IN	46902	765.454.6174	765.454.6558	lsheets@cinergy.com
Bob	Taylor	Executive Director	CAP, Inc.	418 Washington St., PO Box 188	Covington	IN	47932	765.793.4881	765.793.4884	rtaylor@capwi.org
JoAnn	Vorst	Director	LARA	324 South St.	Lafayette	IN	47901	765.476.2920	765.476.2923	jvorst@lara.lafayette.in.us

Deborah	Waymire	Regional Director	IN Department of Workforce Development WorkOne Lafayette	2301 Concord Rd., P.O. Box 5529	Lafayette	IN	47909	765.474.5411	765.474.7036	dwaymire@dwd.in.gov
Larry	West	Manager, Quality Assurance	Square D/Schneider Electric	252 N. Tippecanoe	Peru	IN	46970	765.472.6411	765.472.6421	larry.west@us.schneider-electric.com
Suzanne	Wheeler	Workforce Skills Specialist	Purdue University	1733 Northside Blvd., PO Box 7111	South Bend	IN	46634	574.520.4184	574.520.4286	swheeler@purdue.edu
John	Williams	Superintendent	Delphi Community School Corp.	501 Armory Rd.	Delphi	IN	46923	765.564.2100	765.564.6919	williamsj@delphi.k12.in.us